

# EXHIBIT 3

**MUSKEGON COUNTY MEDICAL CONTROL AUTHORITY**

Dr. Jerry Evans  
Medical Director

Troy A. Bowling EMT-P BHA  
EMS System Administrator

April 23rd, 2008

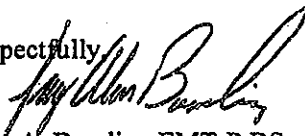
Dear Emily Kroll

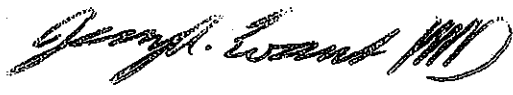
On February 4th, 2008 you and your partner, Jodi Osborn responded to a patient that was a class I due and in asystole. Your management of this patient was great. You followed the Asystole protocol correctly. Unfortunately, as you are aware, this patient did not survive.

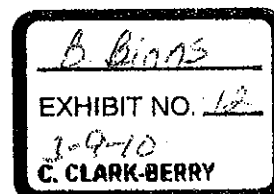
Dr. Evans and I firmly believe that this patient got the best care possible from a really good EMT that is committed to provide the best care possible, and that providing any different care would have not changed the outcome. We are extremely proud that a Paramedic like yourself functions in this county.

As always, keep up the good work and professionalism. Because of your commitment to continue to provide this type of care, patients stand a better chance of survival in the future. Great job!!!!

Respectfully

  
Troy A. Bowling EMT-P BS  
EMS Administrator

  
Dr. Jerry Evans  
Medical Director



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